

JOHNSON
SHOYAMA



GRADUATE SCHOOL OF PUBLIC POLICY

UREGINA ▼ USASK

Spring 2022

POLICY WORKSHOP SERIES



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One offering:

April 6, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

THE ROLE OF THE PUBLIC SERVANT

Delivery: online

Online curriculum: 2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$350

The unique role of government has a significant impact on the structure and function of government ministries and crowns. This workshop provides an introduction to that unique role and its influence on the processes of decision making and accountability in the public sector. It also presents practical tools to use when engaging in policy design and implementation. You will also explore and address challenges to creating good policy in today's complex context.

By the end of this workshop, you will be able to:

- identify the unique role and function of government;
- distinguish between the policy cycle and other related cycles within government;
- identify policy tools and when to use them;
- recognize how the role of government affects the policy process, the role of the elected, and the role of public servants; and,
- apply these principles to provide policy advice to decision makers.

Two offerings:

THE ART OF THE BRIEFING NOTE

Online: April 14, 2022 9:00 a.m. - 12:00 p.m.

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Cost: \$250

In person: May 11, 2022 9:00 a.m. - 12:00 p.m.

Delivery: in person

Online curriculum: 1-2 hours

Live in person workshop: 3 hours

Location: JSGS, U of R College Avenue Campus

Length: half day

Cost: \$250

Writing a briefing note can be considered an art. It is not just a cut and dry writing exercise. *The Art of the Briefing Note* provides Saskatchewan public servants with practical and tested advice on how to write better briefing notes. You will learn about your audience and what their needs are, the why, how and when of using briefing notes, and writing tips that will help you communicate more effectively. You will also get a chance to gain experience and apply this knowledge through a practical exercise.

By the end of this workshop, you will be able to:

- recognize the purpose of briefing notes as distinct from other forms of communication;
- identify the attributes of good briefing notes;
- consider your audiences' needs and adapt your briefing notes to that audience; and,
- apply tips and techniques to write better briefing notes.

NOTE:

The April 14 offering of this workshop will be delivered online through the Zoom platform.

The May 11 offering of this workshop will be held in person at JSGS on the University of Regina's College Avenue Campus. This workshop will be delivered entirely in person, so we are not able to accommodate participants joining through Zoom.

One offering:
April 20, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

COLLABORATIVE APPROACHES TO WICKED PROBLEMS

Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: \$350

Wicked problems are complex issues, such as climate change, mental health and addictions, and poverty, which impact a diverse group of stakeholders and lack easily implementable solutions. This full day workshop provides public servants with tools and strategies they need to effectively address wicked problems in a rapidly-changing environment. You will examine various components of collaborative policy making, including skills, knowledge and strategies to develop collaborative solutions to complex public policy issues. This workshop provides public servants with an introduction to developing policy through consensus-driven dialogue and participatory practices. You will also collaborate with other public servants to have meaningful discussions on how to approach wicked problems in Saskatchewan and beyond.

By the end of this workshop, you will be able to:

- describe the complexity of wicked problems and identify the factors that make them complex;
- recognize how and why to engage others in collaborative processes;
- differentiate multiple approaches to collaborative policy making;
- examine case studies and examples of collaborative approaches to wicked problems; and,
- design and apply collaborative strategies to wicked problems you face in your daily work.

NOTE:

This full-day workshop includes content from two previously offered half-day sessions: *Collaborative Policy Management* and *Innovative Approaches to Wicked Problems*.

One offering:
April 26, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

PROGRAM MEASUREMENT & EVALUATION

Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: \$350

The *Program Measurement and Evaluation* workshop provides public servants with an introduction to the principles and purposes of program evaluation. We will teach you how to use logic models and how to identify the goals of programs, focusing on outcomes. We will discuss the merit and worth of programs and how to distinguish between program efficiency and program effectiveness, performance management, benchmarking, program review and evaluation design. We will show you how program measurement and evaluation are used to improve program outcomes and enable programs to meet targets and achieve its purposes.

By the end of this workshop, you will be able to:

- recognize the basic elements of evaluation;
- distinguish between various evaluation types and their benefits;
- identify measures to assess the effectiveness of programs and policies;
- identify the pitfalls common to evaluation and measurement and how to avoid them; and,
- apply these principles to design and implement an evaluation strategy in your own work.

One offering:

May 3, 2022 1:00 p.m. - 4:00 p.m.

TRAITS & TOOLS FOR INNOVATION

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Cost: \$250

Do you possess the traits that make an innovator? Can you build those traits or gain tools to support innovation? Find out how! While our *Innovation* workshop focuses on how to conduct organizational assessments and identify systems and cultures conducive to innovation, the *Traits & Tools for Innovation* workshop identifies four categories of skills, attitudes, and behaviours required by individuals so they may contribute to an organization's capacity to innovate. You will explore specific strategies and tools for innovation.

By the end of this workshop, you will be able to:

- identify principles that will help you develop strategies, capabilities, products and processes that support innovation;
- facilitate creative problem solving and continuous improvement;
- summarize the fundamentals of risk assessment and mitigation; and,
- examine how to build relationships and networks to enable successful innovation.

NOTE:

Participants who have already completed our *Innovation* workshop are still encouraged to attend, as this workshop is meant to complement the *Innovation* workshop.

One offering:

May 5, 2022 9:00 a.m. - 12:00 p.m.

PERFORMANCE OUTCOMES

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Cost: \$250

Governments' primary role is to undertake actions to improve the quality of life of their citizens. These desired outcomes are planned and pursued through investments in public programs and policies but can be very complex in nature, such as addressing poverty. Just doing more things and spending more money without a plan to "move the needle" is not an acceptable approach.

The *Performance Outcomes* workshop provides public servants with an opportunity to focus on outcomes, as they pertain to the policy cycles and program and policy development. The workshop will teach you a logic model approach to understand outcomes, as they cannot be a standalone goal and must be an integrated part of the problem definition and design process. You will also discuss how outcomes and accountability are connected.

By the end of this workshop, you will be able to:

- differentiate between outputs and outcomes and how they are linked;
- recognize the different types of outcomes (direct, indirect and final);
- formulate the types of questions to ask to understand outcomes that are relevant; and,
- describe how an outcomes-focus can clarify expectations and problem definitions.

One **in-person** offering:
May 18, 2022 9:00 a.m. - 12:00 p.m.
TREASURY BOARD SIMULATION

Delivery: in person

Online curriculum: 1-2 hours

Live in person workshop: 3 hours

Location: JSGS, U of R College Avenue Campus

Length: half day

Cost: \$250

For most public servants, the process leading to budget decisions is a mysterious black box into which much material is sent and out of which seemingly incongruous decisions appear, usually with little or no explanation. Simple logistics limit the number of people that can actually witness the budget decision-making process, as well as the number of people who can benefit from the experience of “being in the room.” In this applied skills workshop participants will take part in a simulated Treasury Board as ministers completing a budget finalization exercise. You will also learn the chronology of the budget process, culminating in the final budget approval meeting.

By the end of this workshop, you will be able to:

- outline the chronology of the budget process in the Government of Saskatchewan;
- distinguish between the various players and their roles in the budget process;
- identify the prioritization challenges that decision makers typically face; and,
- recognize how you can better support decision makers when participating in the budget process in your daily work.

NOTE:

While the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses primarily on the treasury board finalization process for the Government of Saskatchewan.

This workshop will be held in person at JSGS on the University of Regina's College Avenue Campus. This workshop will be delivered entirely in person, so we are not able to accommodate participants joining through Zoom.

One offering:
May 26, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

THE ABCs OF CDIs

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$350

Cabinet Decision Items (CDIs) are one of a number of important decision-making tools used by cabinet. This workshop is designed to provide Saskatchewan public servants with the knowledge and skills to better prepare cabinet documents. You will review the different types of cabinet documents, their functions and purposes, their organization and formats, and the importance of properly framing options and recommendations. You will learn practical tips and guidelines that will help you prepare and write better quality cabinet documents in the future.

By the end of this workshop, you will be able to:

- assess your audience and their needs;
- distinguish between well-written and poorly-written cabinet documents; and,
- apply tips and techniques to write better cabinet documents.

NOTE:

The ABCs of CDIs was previously offered as a half-day workshop but has been extended to a full day to better meet the learning objectives.

And, while the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses on how to write cabinet documents within the Government of Saskatchewan.

One offering:
May 31, 2022 9:00 a.m. - 12:00 p.m.

POLICY IMPLEMENTATION

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Cost: \$250

You have already defined and researched the problem, analyzed the potential solutions, chosen criteria to evaluate the options, and recommended a course of action. Now comes the easy part, right? Wrong! The number one reason that policy fails is that not enough time and focus is given to implementation. The best policy on paper will not deliver outcomes if it is poorly implemented. On the flip side, even poorly developed policy can succeed if implemented well. The key to achieving outcomes is being able to implement the approved decision successfully. This workshop focuses on the key areas to successful policy implementation.

By the end of this workshop, you will be able to:

- recognize the importance of planning ahead for implementation (it doesn't just happen);
- review the steps within a proper implementation strategy;
- identify strategies for integrating stakeholders and staff during the planning phase;
- plan to allocate appropriate resources to achieve the desired result; and,
- develop a communications strategy for each group involved.

One offering:
June 7, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

LEADERSHIP FOUNDATIONS

Delivery: online

Online curriculum: 2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$500 (\$350 workshop + \$150 LCP self-assessment)

Aimed at emerging, new, or mid-level leaders, the *Leadership Foundations* workshop will equip you with practical tips, tools, and techniques to be an effective leader. In this workshop you will review research-based leadership best practices and different leadership styles. Included in the cost of this workshop is a personalized leadership self-assessment, which you will complete to discover your strengths and areas for improvement. In this session you will also learn how to lead yourself, team members, and projects effectively and how to find the right balance between delegation and micro-managing. You will also learn how to action plan and keep growing to reach your full leadership potential.

By the end of this workshop, you will be able to:

- identify the characteristics of high performing leaders;
- recognize the role of a leader in creating high performing cultures and organizations;
- analyze the various pressures and pitfalls leaders experience;
- recognize your leadership strengths and the areas in which you can grow; and,
- design and implement a leadership action plan.

NOTE:

This workshop includes an additional \$150 fee for a personalized leadership competency profile (LCP) self-assessment, which must be completed several weeks prior to the live workshop. Please note that the additional \$150 in fees is non-refundable.

One offering:
June 9, 2022 9:00 a.m. - 12:00 p.m.
STRATEGIC THINKING

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day
Cost: \$250

To make progress in economic and social policy, it is important to define a preferred future. A preferred future gives context to immediate decisions, it sets a general direction, and it allows you to monitor progress. Knowing where you're headed also supports resilience and invites innovative and creative solutions. This workshop will get at the heart of strategic thinking so that public policy leaders can spend valuable energy on shaping their direction as they prepare strategies to get there.

By the end of this workshop, you will be able to:

- utilize tools to assess where you want to go before you embark;
- examine the importance of framing policy options and recommendations against a preferred future; and,
- consider what good looks like so you can assess progress and evaluate impact.

One **in-person** offering:
June 14, 2022 9:00 a.m. - 12:00 p.m.
RISK ASSESSMENT & MITIGATION

Delivery: in person
Online curriculum: 1-2 hours
Live in person workshop: 3 hours
Location: JSGS, U of R College Avenue Campus
Length: half day
Cost: \$250

Program managers are called upon to play a critical role in identifying risks, assessing the level and consequences of risk, and advising when risk should be accepted, avoided, or mitigated. You will learn the difference between different types of risk and how risk can impact strategic goals if left unaddressed. This workshop will teach you the stages of risk assessment and the mechanisms available to mitigate risk in program operations.

By the end of this workshop, you will be able to:

- examine who in the organization decides what risk to accept, what to avoid, and what to mitigate;
- recognize the advantages and disadvantages of different risk assessment and mitigation strategies;
- assess the probability and consequences of risk; and,
- develop and implement strategies for risk assessment and mitigation within your organization.

NOTE:

This workshop will be held in person at JSGS on the University of Regina's College Avenue Campus. This workshop will be delivered entirely in person, so we are not able to accommodate participants joining through Zoom.

One offering:

June 16, 2022 9:00 a.m. - 12:00 p.m.

APPLIED GOVERNMENT WRITING

Delivery: online

Online curriculum and required assignment: 2 hours

Live online workshop: 3 hours

Length: full day

Cost: \$350

This workshop examines how to improve your skills in writing government documents. The workshop is built on concepts introduced in other JSJS workshops, *The Art of the Briefing Note* and *The ABCs of CDIs*.

A number of things have to be considered in crafting government documents. Writing for different audiences requires you to consider style, format, technical information, decisions required, and key messages. This workshop will require participants to submit a briefing note assignment in advance of the actual workshop. Details on the assignment will be provided several weeks in advance of the workshop, and you will receive customized feedback on your writing from workshop facilitators. During the live workshop we will spend time on key sections required in briefing notes and discuss material from the assignments to illustrate how to improve your writing skills.

By the end of this workshop, you will be able to:

- identify tips and techniques to write better government documents;
- consider your audiences' needs and adapt your writing to those needs;
- apply strategies for effectively communicating information to your audience, especially technical or challenging subject matter; and,
- implement facilitator feedback and suggestions in future written documents.

NOTE:

It is recommended (but not required) that participants have completed *The Art of the Briefing Note* or *The ABCs of CDIs* before attending this workshop.

Due to the pre-workshop assignment that will be marked by facilitators, this is considered a full-day workshop, even though the in-class portion of the session is a half day.

One offering:

June 22, 2022 9:00 a.m. - 12:00 p.m.

and 1:00 p.m. - 4:00 p.m.

TOOLS FOR BUILDING ALLIANCES

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$350

Advancing economic and social policy requires effort to mobilize other people, organizations, and partners with different perspectives and needs. Leaders must secure a commitment to a mutual purpose and establish a strategy for achieving it. The most innovative public servants will tap into diverse perspectives to find new solutions. This workshop will offer an overview of the challenges leaders face in influencing change and mobilizing others to act. You will learn tactics, tools, and strategies for enhancing communication and problem solving to reach agreements. The session will be interactive and will include a number of exercises and role-play scenarios.

By the end of this workshop, you will be able to:

- analyze a policy problem and set goals;
- identify the competencies that will enable you to build alliances with a mutual purpose;
- utilize tools and tactics to shape mutually-satisfactory strategies;
- recognize opportunities in your daily work to further develop and enhance your communication skills; and,
- design and implement strategies so you can build alliances in your everyday work.

NOTE:

This workshop was formerly named *Negotiating a Working Alliance*.

One offering:

June 23, 2022 9:00 a.m. - 12:00 p.m.

COACHING FUNDAMENTALS

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Cost: \$250

Coaching has become a bit of a buzzword these days, and it seems like everyone is expected to be a coach, with confusing definitions of what being a coach really is. The power of coaching, like anything else, takes time upfront in order to have big payoffs in the future. The benefits of coaching include improved communication skills, increased confidence, increased productivity, and better work-life balance. Good coaches let go of control and rather than providing answers, they move to curiosity. Coaching is all about going from the “fixer” to the “empowerer” and helping individuals navigate problem solving on their own. This workshop will provide you with an introduction into coaching and will help you adjust your approach to interactions in your office and with your staff.

By the end of this workshop, you will be able to:

- distinguish between coaching and other workplace interactions, such as mentoring, counseling, and consulting;
- identify when it is appropriate to use coaching and when it is not;
- apply strategies to create a safe space for coaching; and,
- develop your skill of curiosity and ask powerful questions.